


Programming, budgeting, management, monitoring, reporting
and evaluation at UNESCO: concepts, principles and tools

Bureau of Strategic Planning
2008



United Nations Educational,
Scientific and Cultural Organization

Objectives of the course:


1. Reinforce the understanding of the **concepts** of the **RBM** approach applied in UNESCO.
2. Provide an overview of the concepts, notions and tools for the design of the **C/5** and **work plans** and their implementation.
3. Explain the role of the **Responsible Officer** during the programming and implementation period.

BSP: 34 C/5 Module 1: Objectives 1 Rev.1

1. The objective of this course is to demonstrate how the Results-Based Management approach is applied in UNESCO, thus emphasizing how the theory (Results-Based Management approach) and practice (the SISTER application among others) fit one with the other.

2. This course will provide you with a comprehensive overview of the concepts, notions and tools for the design and implementation of the Programme and Budget and the work plans of the Organisation. All necessary information to be defined during the Programming and Implementation phases has been developed in the different modules. In the future, others might be added to reflect new priorities of UNESCO and of the United Nations.

3. These modules will give you an overview of the different roles attributed to and the tasks requested from the Responsible Officers in their functions as ADG, Director or Head of Office, Programme Specialist and the like at Headquarters, in the Liaison/Field Offices or in an Institute.



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The structure of the course:

The presentation is divided into several **thematic modules**:

1. Objectives
2. Introduction
3. RBM approach: a programming framework
4. UN Framework
5. UNESCO Specific Priorities
6. RBM approach: an implementation framework
7. Extrabudgetary projects specificities
8. Tools

BSP: 34 C/5 Module 1: Objectives 2 Rev.1

1. This first module presents the objectives and structure of the course.
 2. The second module introduces SISTER's scope within the context of the Results-Based Management approach and of UNESCO reform.
 3. The third module focuses on the Results-Based Management approach's core concepts as a framework for the definition of programming information.
 4. The fourth module depicts the United Nations Framework, via the International policy frameworks, the Specific programme issues and the implementation of the Country-level Programming exercises and documents.
 5. The fifth module emphasizes UNESCO Specific Priorities: Priority Africa, Priority Gender Equality, Specific Interventions in favour of priority groups and groups of countries (i.e. Youth, Least Developed Countries, Small Island Developing States) and their strategies.
 6. The sixth module focuses on the Results-Based Management approach as a framework for implementation. The concepts of monitoring, reprogramming and evaluation are developed.
 7. The seventh module will stress the specificities of extrabudgetary projects.
 8. The last module covers the different tools and key documents for further information and clarifications.
- Each module ends with a review point in a test format.